Index

Action research, 37, 137-38, 154, 156, 174
Administrative organizational manual, 98
Advisory committees, 62, 100, 112, 123-24
American Association of School Administrators, 33, 145
American Educational Research Association, 43
Appraisal of schools, continuous, 43-44, 61, 99-100
Appraisal of leadership, 99-100, 160-78, 184-85
  procedures, 169-70, 173-76, 177-78, 184-85
Aristotle, 10
Assistant principal, 34, 139
Assistant superintendent, 117-19
Association for Supervision and Curriculum Development, NEA, 135
Authoritarianism, 6-7, 9, 12-13, 20, 53-54
Authority, problem of, 10, 11, 53-54

Behavior, improvement of, 89, 163
Benedict, Ruth, 15, 22
Bidwell, C. E., 81
Blackman, Charles A., 38

Carroll, K. M., 83
Case studies, leadership, 151-52
Cause for which to live, men seek a, 20
Central office staff, services of, 93-97
Change, concepts of, 35-36, 89
Chase, F. S., 81, 82
Climate for growth, creating a, 44-48, 101-103, 131-38, 183
Committees, as leadership preparation, 100, 133-34
Communication, 42-43, 60, 100-101, 167-68
  effective, 100-101, 167-68
  for leadership appraisal, 167-68, 185
Communication of image of democracy, 18
Communism, 13
Community activities, as leadership preparation, 136-37, 146
Conformity, 20-22, 24, 181, 186
Consideration, 38
Consultants
  instructional, 69-70, 113-16
  outside, 124-26, 172, 176
Controversial issues, 48
Cooperative Program in Educational Administration, 57, 145, 147, 151
Cooperative research program, 141
Coordination, central office, 47-48, 62-63
Criteria for evaluating leadership, 163-68, 185
Criteria of success in administration, 141
Criticism, leadership during, 46
Culture, an organic whole, 15-16, 181
Curriculum change, adequate theory of, 37, 88-89
Curriculum improvement, difficulties encountered in, 94
Curriculum worker, role of, 69-70

Decentralizing leadership, 99
Decision making, 14
Democracy, 6, 8, 12, 13-15, 16, 18-19, 23-24, 53, 181-82
Democratic leadership, 5-6, 8-11, 13-15 107, 130-31, 181-82, 186
  urgent need for, 181, 182
DeMoss, Earline, 176
Department chairmen, 114-15
Department of Classroom Teachers, NEA, 43
Department of Elementary School Principals, NEA, 136
Director of instruction, 117-19
Durkheim, Émile, 15

Educational goals, 14, 27-36, 39, 90-93, 161-62, 164, 182, 185, 186
Educational leaders, opposing forces affecting, 5
Educational Policies Commission, 162
Educational Testing Service, 141, 144
Elementary principalship, study of, 141-43
Engels, Friedrich, 13
Environment, learning, improving, 45, 132
Evaluative criteria, 168, 169, 171
Experimentation, for leadership appraisal, 167

Faculty growth, 48
Fascism, 12, 13, 20
Feelings, leaders must consider, 22-24
Flesch, Rudolph, 49

INDEX

Forces challenging educational leaders, 5, 9, 181-82
Freedom, 10-12, 13-15, 20-21, 182, 183, 186
Fromm, Erich, 20
Functions, teaching, 72
Fusion of courses, 151

Getzels, J. W., 78, 81, 82
Goals, educational, 14, 27-36, 39, 90-93, 161-62, 164, 182, 185, 186
Golden Age, 11
Graduate education for leaders, 145-52
Greece, 10-11
Gross, Neal, 76, 82
Group action and morale, 42-43, 47, 50, 99-103, 108, 131-33, 166-67, 182-83, 186
Growth, professional, encouraging, 44, 48, 101-103, 127-59
Guba, E. G., 78, 81, 82
Guess-Who technique, 173
Guidance counselor, leadership of, 116-17
Guidance for leadership development, 116-17, 157

Halpin, Andrew, 38, 77
Hebrews, and human dignity, 10
High school department head, 114-15
Human relations, 9-11, 21-22, 49-50, 101, 134-35, 146, 148, 152, 158
  skills, 19-20, 23-24, 49-50, 130, 133, 134-35, 138, 156, 163, 185

Ideology, modern, 12-14, 182, 186
Individual and society, 10, 11-12, 15
Individualism, 11
In-service education, 60-61, 89-97, 100, 143-44, 152-55
  for leaders, 100, 128, 138, 143-44, 152-55
Institution, social, school as, 16
Instructional improvement, 33-37, 88-89, 183, 186
  evidence of, 14, 93-97
  examples of, 93-97
  in foreign language, 93-94
  in mathematics, 94-95
  leadership functions in, 34-35, 164, 183, 186
  official leaders' roles, 107-23
  pupil leadership, 101
  teacher's role, 108-10, 164
Interdisciplinary approach, 150, 156
Internships, leadership, 129, 139, 144, 149-50, 184
Involvement, nature of, 14

Jenkins, David H., 38
Job descriptions, leadership, 130, 143, 157
Judaeo-Christian concept, 11, 52

Knower, Franklin, 43

Leader behavior, 38, 54-55, 161, 162, 181-85
  two dimensions of, 38
Leaders
  evidence of effectiveness of, 158
  in-service education of, 100, 128, 138, 143-44, 152-55
  preparation of, 82-83, 139, 144-55
  pressures on, 6-7, 8, 181, 186
  role expectations, 67-85
  selection of, 128-31, 138-44, 184
  simulated experiences in selection of, 141-43
  traits of, 54-55
  unmet needs in preparing, 155-58
Leadership
  appraisal, 99-100, 160-78, 184-85
  assumptions basic to, 15-19, 128
  capacity
    a native trait, 54-55
    problems of recognition, 130-31
  characteristics, acquired, 54-55
  concepts of, 16-17, 19-20, 25-28, 47, 51-53, 54-55
  decentralizing, 99
  democratic, 5-6, 8-11, 13-15, 107, 130-31, 182-84
  educational
  definition of, 16-17, 27, 47, 54, 55-57
    maturity of, 14-15
  emergent, 46-47, 59, 101-103, 107, 110-11, 131-32, 183-84
  identification of, 128-38, 184
  perception of role, 112, 113-14, 116, 117-18, 122, 124, 130, 163, 165, 183-85
  preparation for, greatest weakness in, 146
  research regarding, 55-57, 64, 141-43, 182-84

responsibilities, 19, 21, 22-23, 107-23, 182-83, 186
search for, 126
situational, 15, 16-18, 47, 129, 131, 138-39, 182-84
tasks, educational, 28-51, 89-106, 186
waste of, 131, 157
Linton, George, 22

McEachern, Alexander W., 76, 82
Manual, Administrative Organizational, 98
Marx, Karl, 13
Marxism, 12-13
Mason, Ward S., 76, 82
Mead, Margaret, 15
Middle Ages, 11
Miles, Matthew B., 69
Morale and group action, 42-43, 47, 50, 99-103, 108, 131-33, 166-67, 182-83, 186
Motivation, leadership causes group, 57

National Society for the Study of Education, 35

Objectives, educational, for leadership appraisal, 164
Official leaders, characteristics of, 54-55
Ohio State Leadership Studies, 55
Organization principles for modern leadership, 58-61
Organization, school, 36, 41-42, 50, 57, 97-98
Organizational structure, and emerging leadership, 97-103, 166, 185

Parent-Teacher Association, 112
Personality needs of leaders, 69
Philosophies, cultural, 10-11, 23
Planning, cooperative, 38-44, 90-97, 183, 185
Plato, 10
Policy decisions, making of, 61-63, 182
Principal, 33-34, 62-63, 68, 70-72, 110-12, 113, 172-74
role of, 70-72
Principal, assistant, 34, 139
Principles governing staff growth, 101-103
Professional organizations, as leadership preparation, 137
Purposes of school, community definition of, 90-93

Q-Sort, 173

Ramseyer, John A., 35
Relations, human, 9-10, 21-22, 49-50, 101, 134-35, 146, 148, 152, 158
Raths, Louis E., 72
Research regarding leadership, 55-57, 64, 141-43, 182-84
Resource personnel, 49
Resources
adequate provision, for effective teaching, 48-51, 60, 63, 103-106
utilization, for leadership appraisal, 168-70, 185
Responsibilities of leaders, defining, 97-101, 107-23
Role conflicts, 68, 80-85
resolution of, 82-85
Role expectations
diversity in, reason for, 75-80
influence on leadership, 67-85
Rome, 10

Sachs, B. M., 79
School board, 30, 41, 62, 98, 112, 123-24
School-community relationships, 26-27, 28-33, 89-93, 136-37
School in-service programs, trends in, 152-55
Schools, result of democratic leadership, 26
Seeman, Melvin, 82
Selznick, Philip, 35, 56
Separation of personnel, 121-22
Simulated situational test, 141-43
Situational leadership, 15, 16-18, 47, 129, 131, 138-39
Socrates, 9, 23
Specialized services, 50-51
Spengler, Oswald, 16
Stogdill, R. M., 54
Stoicism, 11
Structure, initiating, 38, 50, 166
Student leadership in improving instruction, 101
Superintendent, 30-33, 51, 61, 68, 98, 119-23, 145, 147, 151, 170-72
Superintendent, assistant, 117-19
Supervisor, 63, 68, 113-16, 145, 146, 148-49, 174-76

INDEX

Tasks, educational leadership, 28-51, 89-106, 186
Teacher advisory councils, 111-12
Teachers
  participation in selecting leaders, 140-41
  professional growth of, 45
  role in instructional improvement, 62-63, 108-10, 176-77
  role of, 72-74
  selection and recruitment, 120-21
  shortage of competent teachers, 120-21
Teaching, effectiveness in, 33-37, 93-97, 164, 186
Teaching activities, as leadership preparation, 133-37
Teaching functions, 72
Time element, curriculum improvement, 105-106
Totalitarianism, 12-13, 22, 181-82
Toynbee, Arnold, 16
Traits, leadership, 54-55
Trends in school in-service programs, 152-55
Trends in university programs, 148-52

U. S. Office of Education, 141
University council for educational administration, 141
University programs, trends in, 148-52
Unmet needs in leadership education, 155-58

Wagner, Paul H., 43
Waste, leadership, 131, 157
Weakness, greatest area of, in leadership preparation, 146
Weber, C. A., 44, 45, 54
Weber, Mary E., 44, 45, 54
Why Johnny Can't Read, 49
Wilcox, R. T., 79
Wispe, Lauren G., 80
Work experience, varied, for leaders, 154
Workshops, 150-51, 152-54

INDEX

XUM